

BSAT**BASE STRUCTURE ANALYSIS TEAM**

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RP-663-F14

BSAT

21 Feb 93

MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE (BSEC)**Subj: REPORT OF BSEC DELIBERATIONS ON 21 FEBRUARY 1993**

Encl: (1) SUBASE New London Final COBRA Analysis Briefing Charts
(2) Shipyards Final COBRA Analysis Briefing Charts
(3) Reserve Centers Final COBRA Analysis Briefing Charts
(4) Technical Centers COBRA Analysis Briefing Charts
(5) Technical Centers Final Economic Analysis Briefing Charts
(6) WestDiv EFD Final COBRA Analysis Briefing Chart
(7) Naval Training Centers Final COBRA Analysis Briefing Charts
(8) NAS Cecil Field COBRA Analysis Briefing Charts
(9) NAS Barbers Point COBRA Analysis Briefing Charts
(10) MCAS El Toro COBRA Analysis Briefing Charts
(11) Revised Economic Analyses and Summaries Briefing Charts
(12) National Capital Region COBRA Analysis Briefing Charts
(13) Technical Centers COBRA Analysis Briefing Charts

1. The fortieth deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 0836 on 21 February 1993, in Room 531 at the Center for Naval Analyses. All members of the BSEC were present except LtGen Ehlert. Members of the Base Structure Analysis Team (BSAT) staff present were

[REDACTED], [REDACTED], and [REDACTED].

2. [REDACTED] reviewed the revised COBRA analysis for closure of SUBASE New London (see enclosure (1)). Information has been received to enable the BSEC to compare the costs of total closure, with relocation of the Submarine School to Kings Bay, to the cost of closing the ship berthing capacity and keeping the Submarine School at New London. The BSEC reviewed the one-time costs associated with the Submarine School at New London alternative, and directed the BSAT to make the following revisions to the COBRA analysis:

a. Kings Bay: Delete the submarine utility modifications included in other MILCON costs.

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b. Norfolk: Delete the R&D MILCON costs; since no undersea warfare technical centers were closed, there is no loss of capability which must be replaced. Delete the other MILCON costs, since administrative space will be available at Norfolk with closure of the NADEP.

c. Yorktown: Delete the weapons maintenance MILCON cost; since no weapon stations are recommended for closure, there is sufficient maintenance capacity within the Department. Delete the other MILCON costs, since administrative space will be available at Yorktown with realignment of NMWEA.

d. New London unique costs: Delete the cost to keep the AS-31 active for four years. Delete the cost of terminating the motel lease to provide student housing; that space can be filled with the movement of personnel assets from Orlando.

Based upon this COBRA analysis, subject to the noted revisions, the BSEC agreed to recommend SUBASE New London for realignment. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with these actions for purposes of the final report and providing information to OSD and the Commission.

3. [REDACTED] reviewed the revised COBRA analysis for closure of NSY Mare Island and NSY Charleston (see enclosure (2)). Pursuant to BSEC direction during their deliberative session on 18 February 1993, NAVSEA has reviewed and validated the cost differentials of the workload shifts and the personnel movements. Based upon this COBRA analysis, the BSEC agreed to recommend NSY Mare Island and NSY Charleston for closure. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with these actions for purposes of the final report and providing information to OSD and the Commission. At the conclusion of this discussion, at 0920, [REDACTED] and [REDACTED] departed the deliberative session, and [REDACTED] joined the deliberative session.

4. [REDACTED] reviewed the results of the reserve centers COBRA analysis, to include the analysis which was briefed to the BSEC during their deliberations on 19 February 1993 (see enclosure (3)). He noted that, while most of the centers show immediate paybacks, several show either no return on investment or one which would take more than 100 years. The BSEC discussed the fact that these paybacks were the result of information in the COBRA data call responses which indicate that these centers need to remain in their present geographic area for demographic reasons. The BSEC also reviewed the list of reserve centers which are closing because their host has closed. Cost of those closures is included in the host closure COBRA analysis. The BSEC agreed to recommend reserve centers for closure which

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demonstrated a payback within twenty years and those who are tenants on an installation which is closing. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with these actions for purposes of the final report and providing information to OSD and the Commission. To the extent that closure candidates should change or other issues such as demographics are identified, closure of tenant reserve centers should be revised accordingly. At the conclusion of this discussion, at 0938, the BSEC adjourned, and reconvened at 1006. Members of the BSAT present when the deliberative session reconvened were [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], and [REDACTED].

5. [REDACTED] reviewed the results of the technical centers COBRA analysis (see enclosure (4)). He noted that the activities had been divided into commands for ease of review. The BSEC discussed specific activities as follows:

a. NAVAIR: This scenario includes movement to and consolidation of Naval Air Systems Command (NAVAIR), Naval Training Systems Center (NTSC), Naval Air Technical Services Facility (NATSF), Naval Aviation Management Office (NAMO), and Naval Aviation Depot Operations Centers (NADOC) with Naval Air Warfare Center-Aircraft Division, Patuxent River, Maryland. The BSEC agreed that the personnel reductions were conservative, but that ultimately they are a management decision. Based upon this COBRA analysis, the BSEC agreed to recommend these activities for realignment.

b. Naval Electronic Systems Engineering Centers: This scenario includes consolidation of Navy Management Systems Support Office (NAVMASO), NESEC Charleston, NESEA St. Inigoes, and NESSEC Washington with NESEC Portsmouth. COBRA analyses have been completed on two alternatives: one that includes all equipment movement noted in the COBRA data call responses, and one that places limitations on equipment and personnel movements. The BSEC discussed the fact that the equipment movement is slightly more than that used by activities with far more technical personnel, and a 30% reduction in personnel is not unreasonable given the major consolidation. The BSEC directed the BSAT to delete the MILCON costs for new construction for administrative, R&D, and SCIF space, since the building being vacated by NUWC-Newport, Norfolk Detachment can be rehabbed. Based upon this COBRA analysis, the BSEC agreed to recommend these NESEC activities for realignment.

c. NAVAIR activities: The BSEC discussed the fact that the NAWC Trenton scenario is an equipment-intensive move. They directed the BSAT to work with NAVAIR to limit the amount of equipment movement and related MILCON as much as possible. The NAWC Indianapolis movement to NSWC Crane does not pay off,

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largely because of insufficient square footage at Crane, although the BSEC noted that additional personnel could probably be cut to eliminate redundant functions. Based upon this COBRA analysis, the BSEC agreed to recommend NAWC Trenton and NAESU Philadelphia for closure/realignment, and not to recommend NAWC Indianapolis for closure/realignment.

d. NAVSEA (Submarine) activities: The BSEC discussed the fact that neither of these activities show the anticipated reduction of duplicate overhead functions because of consolidation with a larger or parent activity. However, based upon this COBRA analysis, the BSEC agreed to recommend NUWC-Newport Norfolk Detachment and Submarine Maintenance, Engineering, Planning and Procurement (SUBMEPP) for closure/realignment.

e. NAVFAC activity: The BSEC noted that negotiations are underway for the city of Port Hueneme to purchase the NCEL land and construct necessary facilities for the NCEL function aboard the Construction Battalion Center, Port Hueneme. Based upon this COBRA analysis, the BSEC agreed to recommend the Naval Civil Engineering Laboratory (NCEL) for closure/realignment and sale of the property for base closure/realignment reimbursement purposes.

f. NAVSEA (Surface) activities: The BSEC reviewed the costs and returns on investment of these activities, and discussed the following:

(1) Two estimates of costs are shown for the Planning, Estimating, Repair and Alterations activities (PERAs): one if they are to combine with SUPSHIPS and the other if they are to form a new combined command called the Afloat Maintenance Office (AMO). The BSEC agreed that the PERAs should consolidate with SUPSHIPS until the AMO comes into existence. SUPSHIPS perform similar functions as PERAs; combining these activities should improve efficiency and economies. The BSEC discussed the fact that further personnel reductions appear possible, and directed the BSAT to review the work breakdown structure to determine if further overhead functions can be eliminated by these consolidations.

(2) The BSEC discussed the fact that the NSWC-Carderock Annapolis Detachment closure is so expensive because of the costs of moving the test tank. They directed the BSAT to recalculate the COBRA retaining that unique facility in a caretaker status, and maximizing personnel reductions through comparison of the work breakdown structure data call responses. The BSEC agreed that they intend to recommend NSWC-Carderock Annapolis Detachment for closure, unless this action is clearly not cost-effective. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with these actions for purposes of

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the final report and providing information to OSD and the Commission.

(3) COBRA analyses were done on two alternate receiving locations for NSWC-Port Hueneme Yorktown Detachment (NMWEA). The BSEC agreed that the Panama City option is preferred since it is less expensive.

(4) The NSWC-Port Hueneme Virginia Beach Detachment is intended to consolidate in place with the Fleet Combat Training Center, Dam Neck. This will result in personnel reductions and less overhead.

(5) The COBRA data call response relating to NWAC Corona indicates that this is a unique facility, one of three Level I metrology laboratories in the United States and the only one located on the West Coast. The location of this facility is important to the Bureau of Standards to ensure that the laboratories are sufficiently dispersed to withstand natural disasters.

(6) The BSEC discussed the results of the COBRA analysis of the SEACENS. Those that are located aboard installations that are closing should be treated as tenants and included in the COBRA analysis for those bases. The remainder are not recommended for closure because they do not pay back, since they need to be where the ships are located.

(7) The BSEC discussed the results of the COBRA analysis of the Sea Automated Data Systems Activity (SEAADSA), which is intended to consolidate in place with NSWC Indian Head to eliminate redundant administrative support. They directed the BSAT to make personnel reductions in redundant overhead functions consistent with the work breakdown structure data call responses.

Based on these COBRA analyses, the BSEC agreed to recommend the following NAVSEA activities for closure/realignment: PERAS, NSWC-Port Hueneme Yorktown Detachment, NSWC-Port Hueneme Virginia Beach Detachment, SEALOGCEN Mechanicsburg, and SEALOGCEN Philadelphia Detachment. They agreed not to recommend NWAC Corona or the SEACENS that are not tenants aboard closing bases for closure.

g. Other activities: The BSEC discussed several activities whose COBRA data call responses show that there are valid operational reasons not to close or realign them. The Navy Technical Representative Office provides contract management at John Hopkins, and is undergoing a planned force structure reduction. The AEGIS Training Center at Dahlgren provides specialized training needed for operational requirements.

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Relocation of the electronic equipment is cost-prohibitive. The SEASPARROW Project Office is located at the Netherlands Embassy. International agreements relating to a 13 nation consortium prevent its movement from the embassy location. NSWC-Carderock Bayview Detachment has a unique facility for technology needed for operational requirements that cannot be replicated elsewhere. The Navy Clothing and Textile Research Facility at Natick is the only Navy activity that provides RDT&E and engineering support for Navy clothing and textiles. Movement of its function to the Navy Research Laboratory, assuming space was available, would require movement of specialized equipment and MILCON costs for specialized testing requirements. Based on this discussion, the BSEC agreed not to recommend the Navy Technical Representative Office, the AEGIS Training Center, the SEASPARROW Project Office, NSWC-Carderock Bayview Detachment, or the Navy Clothing and Textile Research Facility for closure or realignment.

The BSEC directed the BSAT to continue to review and refine the costs and savings associated with the closure/realignment of those activities for which the BSEC agreed to recommend action for purposes of the final report and providing information to OSD and the Commission. At the conclusion of this discussion, at 1126, [REDACTED] and [REDACTED] joined the deliberative session.

6. [REDACTED] reviewed the economic impacts associated with the closure of technical centers (see enclosure (5)). He noted that, with the exception of NESEA St. Inigoes, the impact of these closures is minimal because of the small size of these activities. The BSEC directed the BSAT to continue to review and refine the evaluation of economic impacts associated with these actions for purposes of the final report and providing information to OSD and the Commission. At the conclusion of this discussion, at 1153, [REDACTED], [REDACTED], [REDACTED], and [REDACTED] departed the deliberative session, and [REDACTED] joined the deliberative session.

7. [REDACTED] reviewed the results of the COBRA analysis on the Western Division Engineering Field Division (EFD), one of the miscellaneous other support activities (see enclosure (6)). He noted that analyses had been done on two scenarios: one for complete closure and realignment of functions to other EFDs and one for downsizing to a base realignment and closure (BRAC) office. Based upon this COBRA analysis, the BSEC agreed to recommend Western Division EFD for downsizing to a BRAC office. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with this action for purposes of the final report and providing information to OSD and the Commission.

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Alameda alternative which puts the HM helicopters at North Island would be selected, since the siting all of the mine helicopters at Corpus is too expensive an alternative. At the conclusion of this discussion, at 1312, [REDACTED] and [REDACTED] joined the deliberative session.

10. [REDACTED] then reviewed the results of the COBRA analysis for closure of NAS Barbers Point (see enclosure (9)). The BSEC reviewed the MILCON one-time costs associated with this closure and directed the BSAT to make the following adjustments to the COBRA analysis:

a. Kaneohe Bay: Delete the MILCON for the movement of P-3s to Kaneohe Bay. The existing runway and hangars are sufficient.

b. Lemoore: Delete the MILCON for hangar and apron facilities, ammunition storage, supply storage, and the hospital since there is substantial capacity of these facilities to accommodate projected force levels at Lemoore. Do not include utility upgrades, since they are covered by the COBRA standard factors.

11. [REDACTED] reviewed the results of the COBRA analysis for closure of MCAS El Toro (see enclosure (10)). He noted that this scenario also involves planned force structure movement from Kaneohe Bay to CONUS air stations and force structure movement from Tustin to Miramar/Camp Pendleton as the result of the BSEC decision during their deliberative session on 10 February 1993 to recommend changing the receiving sites for the Tustin closure. The BSEC reviewed the MILCON one-time costs associated with this closure and directed the BSAT to make the following adjustments to the COBRA analysis:

a. Camp Pendleton: Delete the MILCON cost for movement of Radio Battalion to MCB Camp Pendleton, and leave that unit at Kaneohe Bay. The MILCON costs for MCAS Camp Pendleton are required.

b. Miramar: Delete administrative, training, and maintenance MILCON since existing facilities are adequate. Delete rehab costs for aviation maintenance, covered storage, and dining since existing facilities are adequate, and new construction cost for increased operations was included. Delete family housing costs, since incoming Marine Corps personnel will be replacing Navy personnel; given the movements occurring in the San Diego area, there should be ample housing available.

12. The BSEC also discussed personnel and aircraft migrations represented in the operational air station COBRA analyses. They recognized that, before any of this movement is executed, it is likely that the Department will have a very different aviation

structure, and the ultimate basing decisions will be the prerogative of operational commanders. However, for purposes of adequately estimating costs and savings which will be incurred, they directed the BSAT to ensure, where possible, that aircraft are moved to bases which have existing aviation support structure for that type of aircraft, that FRS squadrons are single sited and located with or near active squadrons of the same type, and that personnel efficiencies result from the moves. They agreed that, in view of the excesses demonstrated by the capacity analysis, the basing structure that remains after these closures should be ample to support the force structure. At the conclusion of this discussion, at 1445, [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], and [REDACTED] departed the deliberative session, and [REDACTED] and [REDACTED] joined the deliberative session.

13. [REDACTED] briefed the BSEC on the package that had been prepared for the CNO and CMC meeting with the BSEC at 1500 (see enclosure (11)). Slides have been prepared which deal with some of the larger activities for which recommendations have been proposed, as well as initial evaluations of regional economic impacts. [REDACTED] reviewed the economic impacts associated with the closure of naval stations, which have been revised since briefed to the BSEC on 19 and 20 February 1993. The economic impact analysis of SUBASE New London now reflects the impact of realigning the ships and maintaining the Submarine School at New London. [REDACTED] noted that, while the analysis shows some impact at New London, it does not take into account the jobs which will be moving into the area with the realignment of NTC Orlando. [REDACTED] then reviewed the economic impacts associated with the closure of NAS Cecil Field, MCAS El Toro, and NAS Barbers Point. He noted that these numbers are provisional, and will be revised based on a more detailed analysis of the COBRA data call responses. However, based on the initial analysis, the closures of these operational air stations, treated as stand-alone actions, show no significant economic impact. He also provided an overview of the economic impacts of the naval shipyards and training air stations action, and regional summaries of base closure impact in Charleston, Alameda, and Vallejo. The BSEC directed the BSAT to continue to review and refine the evaluation of economic impacts associated with these actions for purposes of the final report and providing information to OSD and the Commission. At the conclusion of this discussion, at 1500, the BSEC adjourned, and reconvened at 1854. Members of the BSAT present when the deliberative session reconvened were [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED].

[REDACTED] [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], and [REDACTED].

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14. The BSEC continued their discussion on operational air stations. LtGen Tiebout reported that he had contacted BGen Richwine at MCAS Cherry Point regarding the family housing requirements for the Cecil Field closure. The information obtained indicates that there is insufficient acreage aboard the air station to build family housing; however, the local area housing market will adequately support the incoming personnel. Accordingly, the BSEC directed the BSAT to delete family housing MILCON from the Cecil Field closure COBRA analysis. Also, the BSEC agreed that, to fully portray the costs and savings associated with the significant restructuring of aviation basing occurring on the West Coast, the COBRA analysis should cover all of the movements. The BSEC directed the BSAT to include the NAS Barbers Point, MCAS Kaneohe Bay, MCAS El Toro, and NAS Miramar closures and realignments in one COBRA analysis.

15. [REDACTED] reviewed the results of the NCR activities COBRA analysis (see enclosure (12)). The BSEC discussed the specific activities as follows:

a. NAVSEA: The COBRA data call response included costs for asbestos removal. The BSEC agreed that those costs are environmental cleanup which must be borne outside of base closure, and that some of those costs are included in the rehabilitation estimates. The BSEC directed the BSAT to delete the asbestos removal costs from the COBRA analysis. The BSEC also noted that NAVSEA has proposed consolidating functions at White Oak, with realignment of some functions to NSWC Dahlgren. The BSEC directed the BSAT to do COBRA analysis on this consolidation as a single action. The BSEC agreed that they intend to recommend NAVSEA for realignment, unless this action is clearly not cost-effective. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with this action for purposes of the final report and providing information to OSD and the Commission.

b. BUPERS: [REDACTED] noted that the BUPERS movement to Memphis does not pay back as submitted, because of large one-time costs which may not be appropriate. Their COBRA data call response provides for building a full replica of the BUPERS system in Memphis, having both sites operational and then moving, as an insurance policy for any problems developing during the move. They have included costs which do not appear to be base closure-related, such as procuring and installing a new local area network which they do not have approved now, and increased training, mail, and transportation costs. The BSEC agreed that non-base closure costs should not be included in the analysis, and that, while some increased transportation costs may occur, mail and training costs should not change with the change in location. The BSEC also discussed what a reasonable rate for space costs was in comparing moving out of more expensive

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government space in the Washington DC area into less expensive space in Memphis, and agreed that the BSAT should use the SLUC rate, unless a more appropriate rate can be determined. [REDACTED] [REDACTED] also noted that the BSEC needs to look at accelerating the BUPERS move out of the Navy Annex, since the schedule proposed in the BUPERS COBRA data call response slows the cost recovery elsewhere associated with movement out of leased space by other NCR activities. The BSEC directed the BSAT to include movement of other military personnel activities to Memphis (Military Manpower, NAVMAC) with the BUPERS movement as one consolidation for COBRA analysis purposes. The BSEC agreed that they intend to recommend BUPERS and the other military personnel activities for realignment, unless this action is clearly not cost-effective. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with this action for purposes of the final report and providing information to OSD and the Commission.

c. Annex consolidation: The BSEC agreed that as many activities as could move out of leased space into government-owned space should do so. For purposes of COBRA analysis, offices need to be assigned to a particular building, but their ultimate destination may change based on timing and management decisions. The BSEC agreed that costs for "extra" items not routinely provided, such as parking, should be deleted, and that additional administrative space should not be included since the assumption is that there is roughly twice as much government-owned space available as that needed, and virtually all of it is administrative space. The BSEC also agreed that NCTC should remain in the NCR. The BSEC agreed that they intend to recommend movement out of leased space into government-owned space within the NCR, unless these actions are clearly not cost-effective. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with these actions for purposes of the final report and providing information to OSD and the Commission.

d. Tactical Support Activity: The BSEC agreed that movement of this activity should be included in the movement of NAVSEA to White Oak and the movement of certain NSWC-Dahlgren White Oak Detachment functions to NSWC Dahlgren, to accurately capture all of the costs and savings associated with this major realignment.

e. NAVSUP/DPSMO: The BSEC agreed that the DPSMO movement should be to SPCC Mechanicsburg, rather than to Louisville. This realignment is more cost-effective than the Louisville receiving site, and it allows DPSMO to take advantage of the major supply functions consolidation occurring at Mechanicsburg. The BSEC directed the BSAT to combine NAVSUP, DPSMO, Food Systems, and ASO Philadelphia into one scenario for COBRA analysis.

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f. NAVFAC: NAVFAC has proposed an alternative in which they would relocate out of leased space and into the Washington Navy Yard, with a 5% reduction in staff. The BSEC agreed that, not only is this a cost-effective alternative which accomplishes one of the purposes of the NCR movement (out of high-cost leased space into government-owned space), but this also ensures that NAVFAC remains in the Washington, DC area to continue its MILCON program management functions in direct support of the Secretariat and OPNAV.

g. CRUITCOM: [REDACTED] noted that the movement of CRUITCOM to Great Lakes contemplates movement of its entire function, with no reduction in personnel, and that it takes 23 years to pay back. The BSEC discussed the fact that this movement places the Recruiting Command in the same location as what will be the sole Navy recruit training center and that considerable efficiencies and economies should result from that collocation. The BSEC directed the BSAT to review the work breakdown structure data call responses to determine if reductions of redundant functions are possible. They also noted that additional savings should accrue from savings in VHA, since there is almost 60% government housing at Great Lakes. The BSEC agreed that they intend to recommend the Naval Recruiting Command for realignment, unless this action is clearly not cost-effective. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with this action for purposes of the final report and providing information to OSD and the Commission.

16. [REDACTED] reviewed more results of the technical centers COBRA analysis (see enclosure (13)). He noted that, while NESEC San Diego assuming plant account of Air Force Plant 19 pays back immediately, closure of NISE Pearl Harbor never pays back, since there is a continued operational requirement for this activity in Hawaii. Based upon this COBRA analysis, the BSEC agreed to recommend to the Commission that the receiving site for NESEC San Diego be changed from Point Loma to Plant 19. The BSEC directed the BSAT to continue to review and refine the costs and savings associated with this action for purposes of the final report and providing information to OSD and the Commission. The BSEC further agreed not to recommend NISE Pearl Harbor for closure.

17. The deliberative session adjourned at 1939 on 21 February 1993.

[REDACTED]
[REDACTED]
LtCol, USMCR
Recording Secretary

REVISED SHIPYARDS

	One-Time Costs	Steady-State Savings	Payback Period	20 Year NPV
Chas	247	66	1	-385-
MI	280	151	Immed.	-1141

Encloure (2)

Naval Shipyards One-Time Costs (\$M)

	Charleston	Mare Island
MILCON	0.00	33.92
Moving	27.04	121.40
Military PCS	0.15	0.28
Admin/Support	8.52	29.94
Shutdown	3.77	10.47
Civ. RIF	2.77	2.70
Early Retirement	0.30	0.36
Civ PPS	3.52	2.68
Env. Mitigation	0.00	0.00
Unique Costs	192.20	61.17
HAP/RSE	6.93	15.26
Unemploy	1.50	1.46

Naval Shipyards One-Time Costs

Charleston:

MILCON: None

Moving: ⁴¹⁴~~1,518~~ Personnel; 1066 Tons; 284 Vehicles

Unique Costs: +75.7M Rate Differential (3299 WYs:1600 to Norfolk, 1544 to Portsmouth, 154 to Puget)

46.8M Termination of Steam Contract

69.5M HAP/RIF for Workload Transfer

Naval Shipyards One-Time Costs

Mare Island:

MILCON: Family Housing: Bangor 3.7M,
 BEQ: Norfolk 8.1M, GLAKES 6.5M

 School: GLAKES 15.7M

Moving: 1692 Personnel; 23,454 Tons; 777 Vehicles

Unique Costs: (-112.7M) Rate Differential (4138 WYs: 2150
 Puget, 945 Pearl, 748 Long Beach, 295
 Portsmouth)

 64.6M Ocean Eng. Bldg & Plant Equipt.
 102.6M Workload Transfer HAP & RIF
 6.5M Maint/Security & Telephone Termin.

BSAT